The Institute of Chartered Accountants of Pakistan

Business Communication & Behavioural Studies

Intermediate Examination	5 March 2013
Spring 2013	100 marks - 3 hours
Module C	Additional reading time - 15 minutes

Instructions to candidates:

(i) ***All the Questions from Section-A are compulsory.***

(ii) ***Attempt any FOUR out of the SIX Questions from Section-B.***

Section – A

Q.1 (a) During the past 7-8 years, the crisis of leadership has permeated at all levels in the organisational hierarchy of Sunrise Motors Limited (SML). The company's reputation and credibility has deteriorated considerably over the period and it is presently in the midst of serious leadership, organisational and financial crises.

Briefly describe **six** main factors which in your opinion may be responsible for the pervasive crisis of leadership in the organisational hierarchy of SML. **(09)**

(b) The Leadership Grid or Managerial Grid classifies the different types of leadership styles in various combinations such as:

(i)	1,1	(ii)	1,9	(iii)	9,1	(iv)	5,5	(v)	9,9

Identify the different types of leadership styles depicted by each of the above combinations. **(05)**

Q.2 An in-house team of senior managers of Elite Limited has recently completed a comprehensive study which proposes recommendations of far-reaching changes in the organisational structure of the company including deletion/addition of certain product lines and revamping of the delivery system of its products.

You have been assigned the task to critically examine the report prepared by the team and give your comments/feedback to the team leader prior to its finalisation and presentation to the board for approval.

Briefly describe how you would ensure that your comments/feedback to the team leader is constructive and positive. **(08)**

Q.3 Intergroup Conflicts are widely prevalent in organisations where the functions are segregated and allocated to different groups. Managers recognise intergroup conflicts as a common feature of group behaviour and must manage and resolve these conflicts to achieve the organisational goals. The approaches to resolving intergroup conflicts may be classified as (i) authoritative/commanding (ii) problem solving/collaborative (iii) avoiding and (iv) compromising.

Briefly explain each of these **four** approaches of resolving intergroup conflicts and state the situations in which each of these approaches would yield optimal results. **(10)**

Q.4 (a) What role should the chairman perform to ensure that the proceedings of the meeting are conducted in an effective manner and a positive outcome is achieved from the meeting? **(04)**

(b) What are Minutes of a Meeting? **(02)**

(c) List **eight** items which are essentially included in the minutes of meeting of a company. **(04)**

Q.5 Re-write the following sentences so that they should more fully adhere to the Seven C's of effective communication.

(i) I believe that Mr Mahmood's employment record seems to show that he is capable of handling the position of senior financial analyst.
(ii) If we do not receive the consignment soon, we will be forced to cancel the order.
(iii) We insist that you always bring your National Identity Card to receive prompt service.
(iv) We regret to inform you that we have to recover the late payment charges from you because of your failure to pay the bill on time.
(v) Vital Information Systems has purchased six new computer chairs for the programmers with more comfortable seats. **(05)**

Q.6 (a) What are the distinguishing characteristics of a Circular Letter prepared by a business organisation for issuance to its customers? **(03)**

(b) State **three** different occasions on which a business organisation would usually issue a Circular Letter to:
(i) existing and prospective customers
(ii) external parties, other than its customers. **(03)**

Q.7 (a) State different Phases of the Communication Process. **(03)**

(b) Identify **four** situations in which (i) written media and (ii) oral media would be the most appropriate means of communication for delivery of information to the target audience. **(04)**

Section – B

Q.8 (a) List different impediments which adversely affect the Process of Communication in an organisation from the standpoints of the sender as well as the receiver. **(04)**

(b) Define the term Perception. Narrate different types of errors of Perception which result in inaccurate or wrongful impression of other individuals with whom we interact in our working relationships. **(06)**

Q.9 (a) Explain briefly by giving **two** reasons why it is necessary for experienced speakers to limit the scope of their oral presentations within the pre-determined parameters. **(05)**

(b) Assume that you are an office bearer of the Textile Mills Association and attending a seminar in which a prominent tax expert would present tax proposals in the presence of an FBR official and invite comments on these proposals. The tax proposals would have considerable impact on the textile industry in the country.

Give **four** reasons why it would be important for you to engage in Critical Listening of the various proposals presented in the seminar. **(05)**

Q.10 (a) Human Resources Department of ABC and Company has written a letter to a former employer of a job applicant. An extract from the letter is given below:

Dear Mr Siddiqui,

Azam Khan has applied for the post of junior purchase officer in our company. He has listed you as a reference and claims that he has worked for you as a Purchase Clerk in the parts department of your company from May 2008 to November 2012. I am impressed with Azam Khan's personality and would like to have your evaluation of his performance.

I am particularly interested in his honesty and trust worthiness and the manner in which he gets along with his colleagues. I am eager to know why he left your company. Also, please let me know whether you would hire him back if there was an opening in your company. In addition, I would like to know about his character, personal life and attitude.

Thank you for your prompt response.

Yours truly,

Identify **four** shortcomings in the extract of the above letter. Give reasons why you consider these shortcomings as inappropriate. **(06)**

(b) Mention the difference between an Information Report and an Analytical Report and give **one** example of **each**. **(04)**

Q.11 Write a letter on behalf of Edhi Foundation to the President of Famous Bank Limited requesting that the bank may host the Foundation's Blood Collection Campaigns in Karachi, Lahore, Peshawar and Quetta. The Blood Collection Campaigns would help Edhi Foundation to collect blood donations from volunteers which would be provided to the poor patients. The letter should contain requests for providing funds for purchase of transfusion bottles and other necessary supplies, payment of daily allowances to doctors and medical technicians and rental charges of tents, furniture, etc. besides providing bottled water, orange juice and snacks to the donors.

Assume that your name is Saqib Ahmed and you are the Executive Director of Edhi Foundation. **(10)**

Q.12 (a) Formal Long Business Reports usually include supplementary parts namely, Appendices, Bibliography and Index. State the purpose of inclusion of each of these supplementary parts in formal long business reports. **(06)**

(b) List **four** different purposes of downward messages communicated in a business organisation which has a number of employees working in several divisions/departments. **(04)**

Q.13 (a) Describe what you understand by the term Organisational Behaviour. **(04)**

(b) Knowledgeable Human Resource Managers recognise that implementing policies of Job Enrichment result in strong Intrinsic or Internal Motivation among the employees.

Discuss what is meant by Job Enrichment and Intrinsic Motivation. **(06)**

(THE END)